



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DDA SUBJECT FILE COPY

FROM:

D/OTE
1026 CofC

EXTENSION

NO.

DATE

5 March 1987

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DDA
7D24/Hqs.

10 MAR 1987

WAT

2.

3.

ExDir
7D55/Hqs.

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ADCI
7D60/Hqs.

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Bob,

Attached is a report by Ralph [] on a recently run Ethics and the CIA Executive seminar for SIS officers.

I thought you ought to be aware that we are doing such a thing.

Also, we should do more, particularly for officers at a more impressionable age--mid-career or possibly even CTs.

Without hectoring, without preaching and without hand-wringing, I think we should be able to convey some sense of the historical, legal and political imperatives that work on us. Evidently, this is what [] did.

Also, it is very important that our officers have a level-headed appreciation of not only what has gone wrong in the past, but, more important, the fact that we've done extremely well; all the more given the pressures.

Any ideas?

Stan

26 February 1987

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Executive Development Staff

SUBJECT: Executive Development Seminar Report:
Ethics and the CIA ExecutiveIntroduction

1. The elective seminar entitled Ethics and the CIA Executive, with [REDACTED] as speaker and discussion leader, took place on 18 February 1987 from 1700-1900 in the DCI Conference Room. There were 23 senior intelligence officers present representing all four Directorates, the Office of the DCI, the National Intelligence Council, and the Intelligence Community Staff. [REDACTED] had planned to speak for about an hour and to leave the remaining time for questions. Questions and comments, however, began almost immediately after he started speaking and the session turned into a true seminar with an active exchange of views between the leader and his "students" throughout the two hour period.

2. [REDACTED] had been asked to lead this seminar because of his interest in the subject and his career within the Agency which gave him a unique position from which to view the topic. For over 20 years, he held increasingly more responsible positions within the clandestine services. Subsequently, he transferred to the Office of the General Counsel, where he rose to the position of Deputy General Counsel. Still later, he became Counsel to the Deputy Director of Operations. He retired from CIA in 1986.

Discussion

3. [REDACTED] began his remarks with a firm denial that he would try to "teach" ethics to the group. He wanted, he said, to trace for his audience the development of restrictions on Agency activities which originated from both written documents and from practical experience. He cited the Constitution, the National Security Act of 1947, the Agency Act of 1949, the reports of the special intelligence committees in 1974-5, and other statutes and presidential directives as the basis for limitations on present operations. He noted that, like all government employees, CIA officers are ultimately responsible to the people of the United States. [REDACTED] also warned that an individual operating in the intelligence milieu must take account of existing "political realities" in the U.S. which can and do impose further limitations on activities. He contrasted the era of the 1950s, when the Agency was encouraged to become virtually self-governing by Congressional reluctance to impose any meaningful form of oversight, to the more recent period of history when the legislative branch has sought to ensure strict accountability by members of the Intelligence Community. In his view, most of those who served the Agency in that period when it essentially policed itself, were indeed "honorable men" -- this despite "the family jewels" which he found

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(with few exceptions: e.g., assassination plotting, M.^K ULTRA) to contain no examples of serious ethical or moral flaws.

STAT 4. There was considerable discussion of what could be termed a "generational gap" in ethics or morality between those who were present (minimum age about 45) and members of their children's generation. There was general support for a suggestion that providing some discussion of Agency ethics for young people coming into the organization would be most desirable. One senior officer expressed the view that it would be helpful if [] were to give a somewhat similar presentation to CTs and other professionals entering on duty. (In response to a question from an OTE representative following the seminar, our speaker expressed a willingness to consider appearing before other groups of Agency employees.) A fairly long, but inconclusive, discussion took place on the Iran-CONTRA story and specifically on ethical questions involved in the roles of some members of the NSC Staff.

STAT 5. The seminar, as noted above, was exactly that -- with good and sometimes sharp exchanges between [] and his audience. There was active participation in the discussion by nearly all members of the class, despite the large size of the group. From this widespread participation and from brief discussions following the session with a number of those present, I received the strong impression that the seminar was very well received.

Recommendation

STAT 6. Because of the enthusiastic response to the seminar, it is recommended that a similar course be offered in about one year. (An earlier scheduling seems of questionable value as, presumably, nearly all of those interested in the topic were able to participate in this running.) It is also recommended that consideration be given to inclusion of a brief presentation on ethics and the CIA in courses offered to professional employees at earlier points in their careers.